

21 May 63

**MEMORANDUM FOR: Training Liaison Officers -
Support Components****SUBJECT : Mid-career Program Training**

STAT 1. [] requires that the DTR report to DDCI by 30 June 1963 the progress of the Mid-career Program with specific recommendations for improvement. In order for him to complete this report, he has requested that the following information be presented to him by 1 June:

a. The methods and procedures whereby Deputy Directors and Heads of Career Services are critically evaluating and identifying those employees who would participate in the Mid-career Program.

b. The approximate number of employees in FY 64 who may be eligible for participation in the Mid-career Program and can be made available. The DTR indicates that "you may wish to include selected GS-14's in this number."

c. Whether you have specific recommendations for improvement of the program.

2. As you know, the DD/S has a direct personal interest in the Mid-career Program and has committed himself to ensuring its success. Current plans are to offer the first running of the core course 7 October - 15 November with two additional runnings after that during FY 64, tentatively planned for 13 January - 21 February, and 13 April - 22 May. Each running will accommodate 30 students, a total of 90 a year for the whole Agency. Present tentative planning provides that DD/S components will have a total of 26 positions each year, which we should probably plan to use in the sequence 9, 9, and 8. For the moment I see no purpose in attempting to determine how these spaces should be allocated among the Support Career Services. Before we decide whether or not we should allocate spaces at all it seems to me we will need to know how many eligible candidates each career service will have and then how many from among those eligible can be made available, with a reasonable forecast of the course running which they are most likely to be able to attend, whether this may be during FY 64 or some succeeding year.

3. While the number of positions in the core course is relevant, it is not the controlling factor for planning purposes. It is merely one phase in the mid-career program and, for the present at least, it is the only phase in which all mid-careerists should be required to participate. A mid-career program should be developed for each individual who is adjudged to be of a suitable calibre. His participation in the core course should be phased into his over-all program at a time which is consistent with his particular plan. The individual program can be implemented at any time within the five-year period following his promotion to grade GS-13. Current thinking is that the judgment of an individual's qualifications for participation in a mid-career program is most likely to be a reasonable one if it is made after the individual's performance at that grade level has been observed for about a year. In order for this time factor to be reasonably administered, however, I believe it must be completely flexible. I would say, therefore, that the five-year period should begin when the individual is adjudged to be a suitable mid-career candidate and that his program should be completed before five years after that date have passed. At the end of five years, if his selection proves to have been a good one, he will probably be in, or knocking at the door of, the Senior Officer category. On the other hand, if an individual has not been selected for the mid-career program by the time he has completed five years in grade GS-13, it may be that he should be considered ineligible. Time in grade, however, should not become a presumptive criterion until the mid-career concept has matured and we have acquired a reasonable length of experience with the selection process. Moreover, for purposes of immediate planning, neither time in grade nor age should be considered a prerequisite criterion. The primary consideration should be the calibre of the individual and his potential for development. Age and time in grade may be significant considerations after we have gained the benefit of some experience and a more thorough knowledge of the employee group with which we are working.

4. In the Support area it seems to me we will have mid-careerists of five general types:

a. Specialists - Such as the engineer in Communications, Security, or Logistics, for example, who have the potential for growth to the senior levels of achievement in their profession without having the inclination or desire to assume a position of management or executive responsibility.

b. Specialists who will remain in their own field of specialization, but who will probably be placed in a position of executive responsibility within that field.

d. Generalists within an organizational or career service area of interest who may be expected to progress to the senior management level

in that service and who should probably be developed for it by acquiring experience in more than one aspect of the office's functions. In the Office of Logistics, for example, such an individual might be assigned from the Supply Division to the Transportation Division and subsequently to the Procurement Division to be developed as a Logistics generalist.

d. Generalists within a major component who may be successively assigned to several of the Support components.

e. Agency generalists who may ultimately succeed to top Agency management positions.

5. Agency generalists will be very few in number, probably less than 1% of the population. Major component generalists will be more numerous but, probably, still considerably less than 10% of the population. Career Service generalists will be greater in number in the aggregate of the Support area, but in some proportion to strength of the component where they are serving.

6. At the time an individual is selected for participation in a mid-career program it may not always be practical to determine in which of the five directions he should be pointed, and it probably would not be desirable in any event. The selecting authority will necessarily have some idea whether the individual should be pointed toward the specialist or the generalist categories in order to develop a reasonable plan but these preliminary determinations should not be considered irrevocable. Individual plans should retain enough flexibility to permit diversion into a development channel other than the one originally selected in order that the organization as well as the individual can retain and exercise the option of reassessment without undue loss of time and energy.

7. During these developmental stages of the mid-career concept it will be necessary that this office participate directly with each of the Support Career Services in the development of mid-career plans. There is no intention to influence the selection of mid-careerists nor the development of individual programs except as it is necessary to ensure an even and continuing flow of Support careerists into the core course, with a reasonable balance of representation from among the several support services in each running of the course, and to prevent its being oversubscribed for one offering and undersubscribed for another. It will also be desirable, particularly in the early stages, to ensure a reasonable balance and equity among the several services in the criteria for selection and the general calibre of the selectees.

8. It seems to me we can serve these purposes effectively by adopting a procedure similar to the one we now use to select personnel for participation

in the various management courses, such as the process followed most recently for selection of candidates to participate in the "Seminar in Management Practices," (Faith Course), or such as the annual submission of nominees for participation in external management courses.

9. Unless you have alternate suggestions, I plan to respond to the Director of Training for the DD/S by describing the procedure we now use to select candidates for external management training. In addition, I will need a statement from each of the Support Career Services describing the procedures you follow to select nominees with some indication of the criteria you apply. Presumably you will have applied these criteria, at least preliminarily, in order to learn how many people you have who are eligible for participation in a mid-career program. In other words, everyone in grade GS-13 will not automatically be eligible for any number of reasons: they may be expected to retire within a few years; they may be performing at or near the level of their maximum expectancy; may be performing at a completely acceptable level of competence and satisfied with their work to a degree that a move or change of any kind might adversely affect their ability or willingness to continue performing satisfactorily. In order to respond to DTR, therefore, I think we should know the number of people in grade GS-13, the number of those we think, in general, would be eligible and the number of those eligible who can be made available in FY 64.

10. If you have recommendations for improving the course, or for accomplishing the administration within the Support area, they would be appreciated.

11. The DTR has asked for the information he requires on or before 1 June 1963. In order to present the composite DD/S picture, I will need your submission here not later than 29 May 1963.

Special Assistant to the
Deputy Director (Support)

SA-DD/S:RHW:fmf (21 May 63)

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9 May 1963

MEMORANDUM FOR:

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SUBJECT : Mid-Career Training Program

REFERENCE :

1. Subject reference (paragraph 7) directs that the DTR shall make a report to the DDCI on the progress of this program with specific recommendations for improvement for the period ending 30 June 1963.

2. I should like to include in this first report information on:

- (a) (paragraph 4 of ref.) the methods and procedures whereby Deputy Directors and Heads of Career Services are critically evaluating and identifying those employees who should participate in the mid-career training program.
- (b) the approximate number of employees in FY '64 who may be eligible for participation in the mid-career program and can be made available. You may wish to include selected GS-14's in this number.
- (c) whether you agree in principle with my recommendation that the base of the program be broadened, (see my draft memo, this subject) and specifically what courses you would wish included in this broadened base.
- (d) whether you have at this time specific recommendations for improvement of the program (paragraph 7 of ref.).

3. It is requested that the above information be in my office on or before 1 June 1963.

MAY 21 1963
MATTHEW BAIRD
Director of Training